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ABSTRACT

The twelfth volume of the introduction to psychology and leadership course (see the final reports which summarize the development project, EM 010 418, EM 010 419, and EM 010 484) concentrates on applied leadership and is presented in four separate documents. This document is a self instructional text which can be used with computer assisted instruction and which has intrinsically programed sections. EM 010 444, EM 010 445, and EM 010 447 are the other documents in the volume, and EM 010 420 through EM 010 443 and EM 010 451 through EM 010 512 are related documents. (SH)

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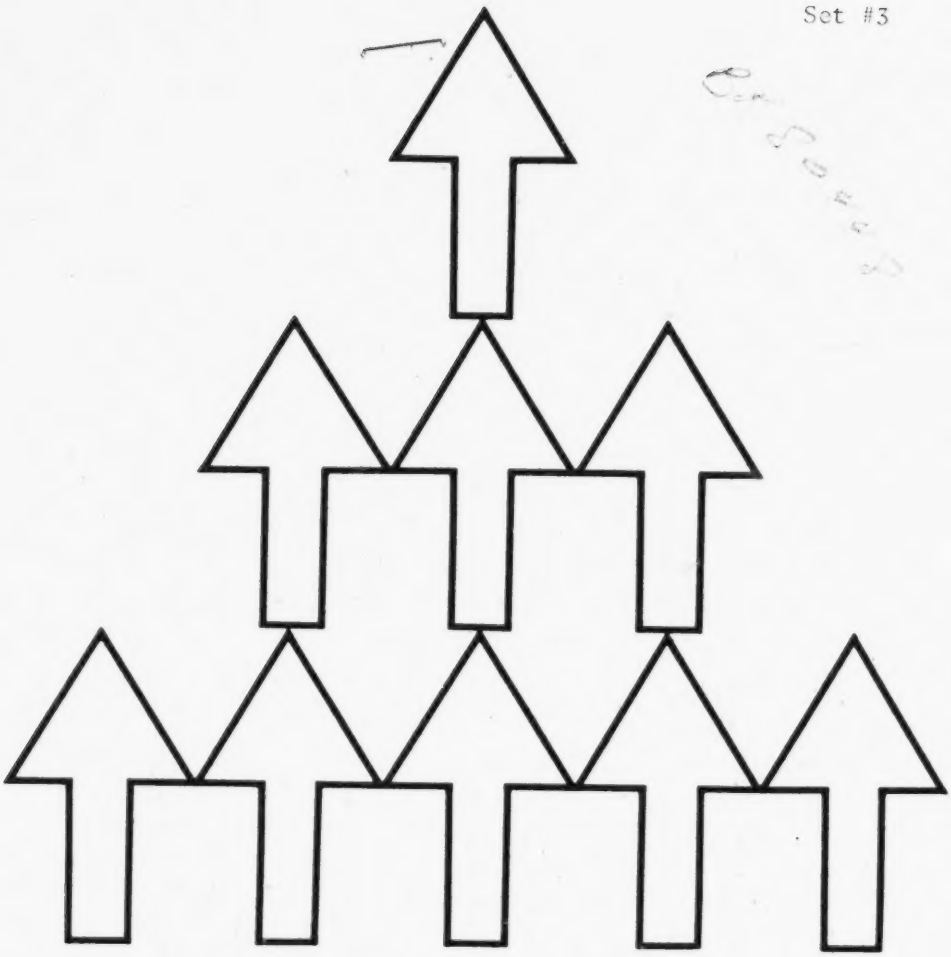

Introduction To Psychology And Leadership

Volume XII-C

Applied Leadership

EM010446

ED 071304

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART TWELVE

APPLIED LEADERSHIP

Segment III

Volume XII-C

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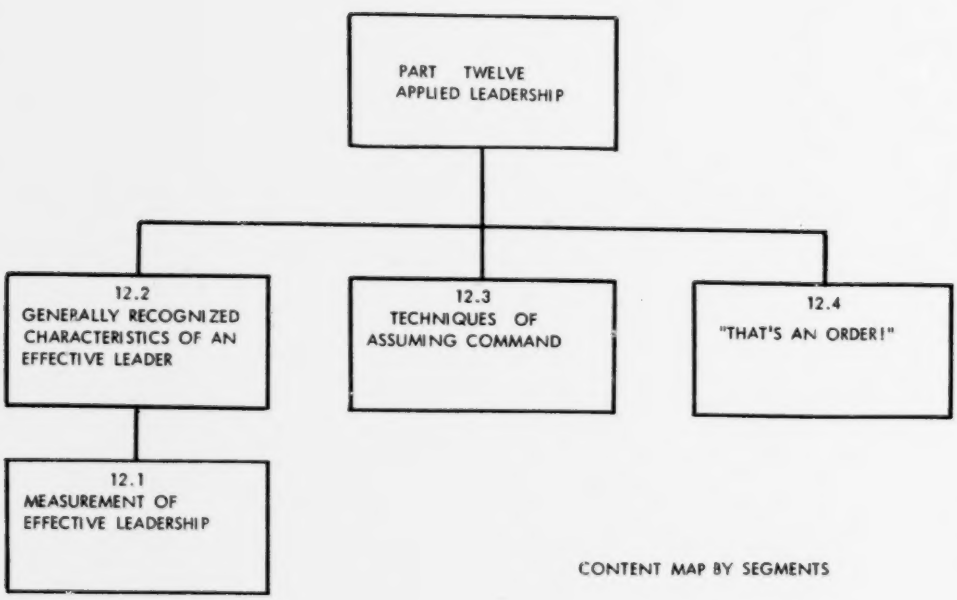


CONTENT MAP BY SEGMENTS

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART TWELVE

APPLIED LEADERSHIP

Segment III

Techniques of Assuming Command

Intrinsically Programed Booklet

(IPIPB)

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

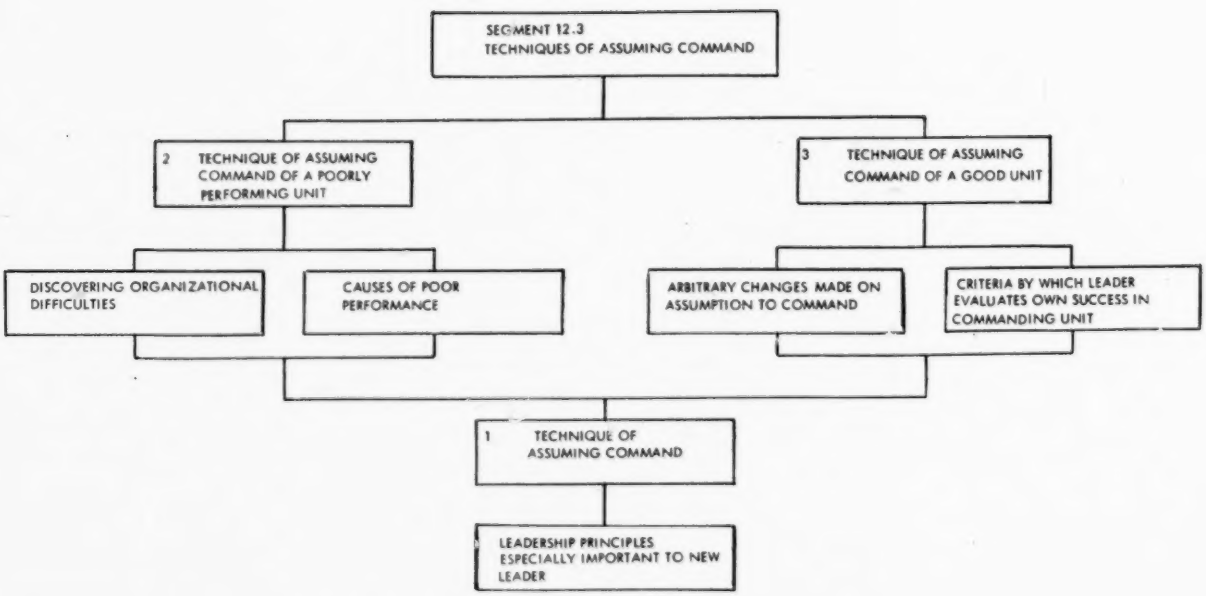
1971

FOREWORD

"If you want an army to fight and risk death, you've got to get up there and lead it. An army is like spaghetti. You can't push a piece of spaghetti, you've got to pull it."

General George S. Patton, Jr.

The first time you assume command of a unit, be it a small division aboard ship, a squad or any other group of which you will lead, you must understand the techniques of assuming command. This segment will review for you those general techniques used with suggestion of which to use under which set of circumstances. The character of the unit and how it affects the leader's technique will be discussed by means of example also.


SEGMENT 12.3
TECHNIQUES OF ASSUMING COMMAND
2 TECHNIQUE OF ASSUMING COMMAND OF A POORLY PERFORMING UNIT
3 TECHNIQUE OF ASSUMING COMMAND OF A GOOD UNIT
DISCOVERING ORGANIZATIONAL DIFFICULTIES
CAUSES OF POOR PERFORMANCE
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CRITERIA BY WHICH LEADER EVALUATES OWN SUCCESS IN COMMANDING UNIT
1 TECHNIQUE OF ASSUMING COMMAND
LEADERSHIP PRINCIPLES ESPECIALLY IMPORTANT TO NEW LEADER

CONTENT MAP BY OBJECTIVES

TECHNIQUES OF ASSUMING COMMAND

In Segment 2 we discussed the generally recognized qualities of an effective leader and it was suggested that the material presented be used to evaluate one's own level of leadership. In Segment 3, techniques of assuming command will be discussed. It will be helpful to have a good understanding of these techniques when you assume command of a unit.

A leader will find that if he uses his training as a basis, it will be easier to develop a flexible plan for taking command of a unit and to make the transition smoothly. The approach the leader develops will not fit all situations but if it is flexible, it can be altered easily to fit a specific situation.

What does taking command of a unit entail? The leader must recognize his leadership capabilities. He must know his strengths and weaknesses and pay particular attention to overcoming his weaknesses. The leader must also analyze which of his qualities are best adapted for assuming command of a particular unit and he should emphasize these.

(Turn to page 2.)

The leader must follow good leadership principles and techniques. In assuming command of a particular unit he must analyze the needs of the unit and determine those specific principles or techniques which he should emphasize.

There are some leadership principles that are especially important for the new leader:

SET THE EXAMPLE

BE PROFESSIONALLY COMPETENT--KNOW YOUR JOB

KNOW YOUR MEN AND LOOK OUT FOR THEIR WELFARE

(Go to page 3.)

MIDN Star takes over as the Midshipman Brigade Commander for the fall set of stripers.

Is it important for him to follow good leadership principles and techniques?

a. Yes (Go to page 5.)

b. No (Go to page 7.)

Your Answer: c

Statements 3, 4, and 5

"Train your men as a team" is a leadership principle and it is important for all leaders to adhere to the basic leadership tenets. However, there are other leadership principles that are even more basic to a leader's assuming command of a unit. Do you know what these are?

You have omitted statement 2, "Set the example," from your selection of leadership tenets which are especially important to a new leader. It is imperative that a leader in assuming command of a unit set the example for his subordinates. The other leadership principles especially important to a new leader are: "Know your job and be professionally proficient" and "Know your men and look out for their welfare."

(Go to page 11.)

Your Answer: a

Yes

Of course it is!

Do you remember the especially important ones? Do you want to see them again?

a. Yes (Go to page 8.)

b. No (Go to page 6.)

From the list of leadership principles or techniques below select those that are especially important to a new leader.

1) Make sound and timely decisions.

2) Set the example.

3) Know your job. Be professionally proficient.

4) Train your men as a team.

5) Know your men and look out for their welfare.

a. Statements 1, 2, and 5 (Go to page 12.)

b. Statements 2, 3, and 5 (Go to page 10.)

c. Statements 3, 4, and 5 (Go to page 4.)

d. Statements 1, 2, and 3 (Go to page 9.)

Your Answer: b

No

Of course it is! MIDN Star must follow good leadership principles and techniques. He must determine those that need emphasis in assuming the role of Midshipman Brigade Commander.

Do you remember the leadership principles especially important for the leader? Do you want to see them again?

a. Yes (Go to page 8.)

b. No (Go to page 6.)

Those leadership principles especially important for a new leader are:

SET THE EXAMPLE

BE PROFESSIONALLY COMPETENT--KNOW YOUR JOB

KNOW YOUR MEN AND LOOK OUT FOR THEIR WELFARE

(Go to page 6.)

Your Answer: d

Statements 1, 2, and 3

"Make sound and timely decisions" is a leadership principle and a new leader should try to follow all leadership principles. However, is this leadership tenet extremely important to a new leader? There are others that are especially important to the new leader. Do you know which they are?

You have omitted statement 5, "Know your men and look out for their welfare," from your choice of leadership principles which are especially important to a new leader. The unit must feel that their leader is concerned about them and respects them if they are going to feel trust and confidence in their leader. It is up to the leader to make the initial effort and show the men that he is on their side right at the beginning. The other leadership tenets especially important to a new leader are: "Set the example" and "Know your job and be professionally proficient."

(Go to page 11.)

Your Answer: b

Statements 2, 3, and 5

That is correct.

(Go to page 11.)

The first impression a leader makes in taking over a unit is extremely important. It is a key to his effectiveness with the unit and it will have a lasting effect on his reputation. Therefore, it is imperative that the new leader follow the leadership tenets closely when first assuming command of a unit.

The leader should make a comprehensive study and evaluation of the organization of his unit. This will help him in a number of ways. First, it will determine which specific leadership principles and techniques he should stress. Secondly, it will determine which of his specific qualities he should emphasize.

By studying and evaluating the organization of his unit, the leader will be able to develop a set of objectives for his unit. It is important that these objectives be developed as soon as possible, and, if accomplished, they should result in an overall improvement of the unit.

(Go to page 13.)

Your Answer: a

Statements 1, 2, and 5

"Make sound and timely decisions" is a leadership principle and a new leader should try to follow all leadership principles. However, is this leadership tenet extremely important to a new leader? There are others that are especially important to the new leader. Do you know which they are?

You have omitted statement 3, "Know your job and be professionally proficient," from your selection of leadership principles which are especially important to a new leader. A leader's subordinates will look to him for advice and assistance and it is imperative that the leader know his job so that he can help his subordinates with theirs. The other leadership tenets especially important to a new leader are: "Set the example" and "Know your men and look out for their welfare."

(Go to page 11.)

Do you agree that each of the statements below describes a general technique of assuming command of a unit?

a. The intial impression a new leader makes is not as important as his continuing effort to improve himself and the unit.

1) Agree (Go to page 17.)

2) Disagree (Go to page 20.)

b. A leader should determine those specific leadership tenets and techniques which are appropriate for assuming command of a particular unit and emphasize these.

1) Agree (Go to page 20.)

2) Disagree (Go to page 17.)

c. There are some especially important leadership tenets and techniques a leader should use. One of them is--don't kill your men with kindness.

1) Agree (Go to page 15.)

2) Disagree (Go to page 20.)

d. A leader must know his strengths and weaknesses and emphasize those strengths appropriate for assuming command of the particular unit.

1) Agree (Go to page 16.)

2) Disagree (Go to page 15.)

e. The leader should develop objectives for the unit which will lead to the overall improvement of the unit.

1) Agree (Go to page 16.)

2) Disagree (Go to page 19.)

f. The leader should use his training as a basis for developing a fixed plan for assuming command of a unit.

1) Agree (Go to page 19.)

2) Disagree (Go to page 16.)

(Continued on page 14.)

g. A leader must comprehensively study and evaluate the organization of the unit.

1) Agree (Go to page 16.)

2) Disagree (Go to page 19.)

h. A leader must remember that he is being watched by his superiors. Every action he and his unit take should enhance the position of the leader.

1) Agree (Go to page 21.)

2) Disagree (Go to page 18.)

Your Answer: c-1

Agree

There are some especially important leadership tenets and techniques a leader should use. However, don't kill your men with kindness is not one of them. It is a basic guideline that a leader should try to follow at all times. It does not, however, need to be emphasized when a leader is taking over a unit. Instead, the leader, while following good leadership principles and techniques, should emphasize three points. These are: set the example, be professionally competent, and know your men and look out for their welfare. (Return to page 13.)

Your Answer: d-2

Disagree

A leader must be aware of leadership qualities and evaluate himself for his areas of strength and weakness. He should give special attention to strengthening himself in his areas of weakness. The leader must also determine those specific attributes which should be emphasized in assuming command of a particular unit. We see, then, that by being aware of leadership traits the leader can evaluate himself by comparison and overcome his weaknesses and he can determine which traits should be stressed in taking over a new unit. (Return to page 13.)

Your Answer: d-1

Agree

You are right. A leader must be aware of leadership attributes. He must also recognize the areas of his strength and weakness and determine which specific traits should be emphasized in assuming command of a particular unit. (Return to page 13.)

Your Answer: e-1

Agree

You are right. The leader should develop a set of objectives for his unit as soon as possible. Accomplishing these objectives should result in the overall improvement of the unit. (Return to page 13.)

Your Answer: f-2

Disagree

You are right in saying that this statement is incorrect. The leader should use his training as a basis for developing a flexible approach for taking command of his units. A flexible approach probably will not fit all situations but can be altered easily to fit the situation at hand. (Return to page 14.)

Your Answer: g-1

Agree

You are right. A leader should make a comprehensive study and evaluation of the organization of his unit. (Return to page 14.)

Your Answer: a-1

Agree

This is not an accurate statement. The initial impression a leader makes on his unit is very important. This first impression can make or break the leader's effectiveness with the unit in their continuing activities and it can also have a lasting effect on his reputation. It is important, therefore, that the leader adhere closely to good leadership principles and techniques in his first meetings with his men. The initial impression a leader makes is just as important, if not more so, as his efforts to improve himself and his unit. (Return to page 13.)

Your Answer: b-2

Disagree

Look at this statement again. Remember that a leader must follow good leadership principles and techniques. He must determine which of these are basic to assuming command of the particular unit and emphasize these. It is important that he evaluate the needs of the unit to see which of these leadership tenets and techniques should be emphasized. (Return to page 13.)

Your Answer: h-2

Disagree

You are right. This statement is incorrect. When assuming command of a unit a leader should not think of using the unit to enhance his own position. The leader should think in terms of evaluating his strengths and weaknesses. He should also think in terms of which leadership principles, techniques and qualities he can emphasize in taking over the unit.

(Go to page 24.)

Your Answer: e-2

Disagree

The leader should develop a set of objectives for his unit as soon as possible. Accomplishing these objectives should result in the overall improvement of the unit. By establishing goals at the start, the leader will be able to organize the unit effectively and establish requirements for the performance of the men in his unit. (Return to page 13.)

Your Answer: f-1

Agree

This statement is incorrect. The leader should use his training as a basis for developing a flexible approach for taking command of his units. A flexible approach will not fit all situations but can be altered easily to fit the situation at hand. By developing a flexible plan, the leader will be prepared to assume command of almost any unit to which he is assigned. (Return to page 14.)

Your Answer: g-2

Disagree

This statement is correct. A leader should make a comprehensive study and evaluation of the organization of his unit. This will enable him not only to learn about the unit, but to determine which leadership principles and techniques he should follow and which leadership qualities he should stress. (Return to page 14.)

Your Answer: a-2

Disagree

You are correct in saying this statement is wrong. The initial impression a leader makes on his unit is very important. This first impression can make or break the leader's effectiveness in the continuing activities of the unit, and it can have a lasting effect on his reputation. The initial impression a leader makes is just as important, if not more so, as his efforts to improve himself and his unit. (Return to page 13.)

Your Answer: b-1

Agree

You are correct. The leader must determine those specific leadership principles or techniques which are appropriate in assuming command of a particular unit. These should be emphasized. The leader must also adhere to all good leadership principles and techniques. (Return to page 13.)

Your Answer: c-2

Disagree

There <u>are</u> some especially important leadership tenets and techniques a leader should use in assuming command of a unit. However, don't kill your men with kindness is not one of them. The leader, while following good leadership principles and techniques, should stress three points. These are: set the example, be professionally competent, and know your men and look out for their welfare. (Return to page 13.)

Your Answer: h-1

Agree

This statement is not correct. When assuming command a leader should not think of using the unit to enhance his own position. The leader should think in terms of evaluating his strengths and weaknesses. He should also think in terms of which leadership principles, techniques, and qualities he can emphasize in taking over the unit. The leader who does this will not have to worry about enhancing his position--his behavior will speak for itself.

(Go to page 24.)

Your Answer: b

Statements 1 and 3

Statement 1 does not describe an appropriate technique of assuming command. An analysis of his own capabilities is worthwhile but his use of this analysis should stress improvement of his weaknesses rather than administration of the unit for purpose of displaying his strengths.

Statement 3 describes some appropriate techniques for assuming command of this unit. By studying and evaluating the prescribed structure and past organization of similar units, ENS Morly can determine the needs of the unit and apply his efforts in these areas. He then develops goals for the unit.

Statement 2 also describes appropriate behavior for assuming command of this unit.

2) ENS Morly determines those leadership qualities, principles, and techniques that need emphasis in assuming command of the fourth class midshipmen. From the start he follows closely all leadership principles, especially: Set the example, Be professionally proficient, and Know your men and look out for their welfare.

(Go to page 30.)

Your Answer: d

Statement 2

Statement 2 describes appropriate actions for assuming command of this unit. By determining and then emphasizing specific leadership qualities, principles, and techniques, ENS Morly tries to meet the needs of the unit. He enhances his effectiveness as a leader by closely following leadership principles from the start. This indicates that he is aware of the importance of his initial impression on the unit.

Statement 3 also describes appropriate techniques for assuming command of this unit. By studying and evaluating the prescribed structure and past organization of similar units, ENS Morly can determine the needs of the unit and apply his efforts in these areas. He then develops goals for the unit.

(Go to page 30.)

MORLY IN THE MORNING

Ensign Morly, a recent graduate of the Naval Academy, is assigned to the executive department of the Naval Academy as a company officer for the plebe summer indoctrination program. He has a unit of approximately 150 fourth class midshipmen who are supervised by first class midshipmen.

(Go to page 25.)

The following statements describe techniques which Ensign Morly might use in assuming command of the plebe unit.

1) ENS Morly analyzes his own capabilities and directs the unit in such a way as to emphasize his strengths.

2) ENS Morly determines those leadership qualities, principles, and techniques that need emphasis in assuming command of the fourth class midshipmen. From the start he follows closely all leadership principles, especially: Set the example, Be professionally proficient, and know your men and look out for their welfare.

3) ENS Morly thoroughly studies and evaluates the prescribed structure and past organization of similar units. He then establishes a set of objectives for the unit.

4) ENS Morly briefs the first class midshipmen supervisors on appropriate leadership behavior and requires that they establish objectives for the unit.

From the choices below select the one that indicates the statement(s) containing the appropriate techniques for ENS Morly to employ in assuming command.

a. Statement 4 (Go to page 26.)

b. Statements 1 and 3 (Go to page 22.)

c. Statements 2 and 3 (Go to page 27.)

d. Statement 2 (Go to page 23.)

Your Answer: a

Statement 4

No! ENS Morly is the company officer. It is his job to develop objectives for the unit. The first class midshipmen would learn appropriate leadership behavior if ENS Morly set a good example.

Appropriate techniques which ENS Morly should use in assuming command of this unit are described in statements 2 and 3.

2) ENS Morly determines those leadership qualities, principles, and techniques that need emphasis in assuming command of the fourth class midshipmen. From the start he follows closely all leadership principles, especially: Set the example, Be professionally proficient, and Know your men and look out for their welfare.

3) ENS Morly thoroughly studies and evaluates the prescribed structure and past organization of similar units. He then establishes a set of objectives for the unit.

(Go to page 30.)

Your Answer: c

Statements 2 and 3

Statement 2 describes appropriate actions for assuming command of this unit. By determining and then emphasizing specific leadership qualities, principles, and techniques, ENS Morly tries to meet the need of the unit. He enhances his effectiveness as a leader by closely following leadership principles from the start. This indicates that he is aware of the importance of his initial impression on the unit.

Statement 3 also describes appropriate techniques for assuming command of this unit. By studying and evaluating the prescribed structure and past organization of similar units, ENS Morly can determine the needs of the unit and apply his efforts in these areas. He then develops goals for the unit.

(Go to page 30.)

Your Answer: c

2-LT Otto is wise to attempt to make a good first impression on the platoon. Does he do this effectively? He is trying to follow the three important leadership tenets. He tries to know his men. He tells them he is professionally competent. Does he prove this by emphasizing the survivor's benefits program? He would show professional competence by establishing personal and platoon goals. He would also be setting a good example.

In statement b, 2-LT Otto evaluates the needs of the platoon and determines what leadership tenets, techniques, and traits require emphasis. He develops objectives to correspond with the platoon's needs. These objectives are twofold: what he can do personally to meet the needs of the platoon and what must be done to ensure a smooth deployment.

(Go to page 32.)

Your Answer: b

In this statement, 2-LT Otto evaluates the needs of the platoon and determines what leadership tenets, techniques, and traits require emphasis. He develops objectives to correspond with the platoon's needs. These objectives are twofold: what he can do personally to meet the needs of the platoon and what must be done to ensure a smooth deployment.

(Go to page 32.)

OTTO'S MAN EMPIRE

Upon graduation from the Basic School at Quantico, Virginia, 2-LT Otto is assigned to the 8th Marine Regiment at Camp Lejeune, North Carolina, where he is made a platoon leader in an infantry company. The company is busily preparing for a nine months deployment to the Mediterranean as part of the 6th Fleet Landing Force.

In addition to the normal problems associated with taking a new command, 2-LT Otto must consider the overseas deployment which will take the company away from home for an extended time. This involves careful review of records, settling of families, preparation of equipment, and mission indoctrination.

Turn to page 31 and select the statement which describes the proper techniques which 2-LT Otto should use in taking command of his platoon.

(Go to page 31.)

Which of the following statements describes the proper techniques which 2-LT Otto should use in taking command of his platoon?

a. 2-LT Otto spends his time talking with the men and telling jokes because he feels that it is important to have the men like him. Two days before departure he calls his men together and asks them what they have done to settle their families and to prepare the equipment and he briefs them on the mission. (Go to page 34.)

b. 2-LT Otto evaluates the needs of his platoon and develops objectives for his personal use and for the total platoon effort. His personal objectives include emphasizing specific leadership qualities, principles, and techniques that are necessary. The objectives for the platoon include, among others, completing a careful review of records, settling families, preparing equipment and indoctrinating the men on the mission. (Go to page 29.)

c. 2-LT Otto tries to make a good first impression on the men. He gets to know the platoon members and tells them that he is professionally competent. He develops a set of objectives for the platoon which emphasize a comprehensive evaluation of the survivors' benefits program. (Go to page 28.)

DECKS FOR GRECKO

During periods of rapid expansion or emergencies, junior officers may find themselves eligible for a command of their own. This is especially true in the amphibious fleet. Let's look at the case of LT Grecko. As the Navy took the lead in developing the Mobile Riverine Force for operation with the Army in the Mekong Delta, LT Grecko was given command of not just one ship but of a number of river assault craft called Swift boats. This was not any command assignment; it was a new command involving new ships, new weapons, new tactics, and new men with no previous experience in the Swift boats. LT Grecko's Swift boats also had the unusual task of supporting the Army instead of the Marine Corps.

(Go to page 33.)

Do you agree that the statements below describe appropriate action taken by LT Grecko in assuming command of the Swift boats?

a. Because LT Grecko felt that all junior officers were expected to make mistakes, he exerted little effort in assuming command of the Swift boats.

1) Agree (Go to page 36.)

2) Disagree (Go to page 37.)

b. LT Grecko, aware of leadership traits, recognized those that needed emphasis in taking command of the Swift boats. He realized that he lacked self-confidence and worked on building it.

1) Agree (Go to page 36.)

2) Disagree (Go to page 37.)

c. LT Grecko determined which leadership principles he should follow in assuming command of the Swift boats. Those tenets he considered unimportant, he ignored.

1) Agree (Go to page 36.)

2) Disagree (Go to page 37.)

d. After comprehensively studying all the factors involved in taking command of this new unit, LT Grecko developed a set of objectives for the unit.

1) Agree (Go to page 35.)

2) Disagree (Go to page 37.)

Your Answer: a

It is important for 2-LT Otto to know his men--but is it important for them to like him? The men would appreciate and respect 2-LT Otto more if he were more helpful in preparing the platoon for deployment. Telling jokes does not accomplish this end. Neither does a last minute briefing. 2-LT Otto should have developed a comprehensive plan for assuming command of this platoon.

In statement b,2-LT Otto evaluates the needs of the platoon and determines what leadership tenets, techniques, and traits require emphasis. He develops objectives to correspond with the platoon's needs. These objectives are twofold: what he can do personally to meet the needs of the platoon and what must be done to ensure a smooth deployment.

(Go to page 32.)

Your Answer: d-1

Agree

Good, you are correct.

(Go to page 40.)

Your Answer: a-1

Agree

This attitude is self-defeating. To do nothing because he fears making a mistake is a negative attitude which is harmful to both LT Grecko and the new unit. Don't you think that LT Grecko was making a bigger mistake by doing little in assuming command of the new unit? Let's look at another aspect of this statement. Mistakes are expected but not required of junior officers. If junior officers make a mistake, their superiors will help them to improve. To give up on an assignment for fear of making mistakes is immature and, in this case, LT Grecko should do some very serious self-evaluation. (Return to page 33.)

Your Answer: b-1

Agree

Good, you are correct. (Return to page 33.)

Your Answer: c-1

Agree

It is important for LT Grecko to determine which leadership principles need emphasis in assuming command of the Swift boats. This does not mean that he should ignore those principles that are less important. All leadership tenets are important; some just need more emphasis in different situations. Do you remember the three that are especially important in assuming command of a new unit? They are: Set the example, Be professionally competent, and Know your men and look out for their welfare. LT Grecko should also remember that the initial impression he makes is most important. A leader who strives to follow good leadership principles to the letter in his first meetings with his men has a better chance of making a good first impression than the leader who does not. (Return to page 33.)

Your Answer: a-2

Disagree

Good, you are correct. (Return to page 33.)

Your Answer: b-2

Disagree

LT Grecko is acting wisely in this description. First of all, because he is aware of leadership qualities, he is better equipped to recognize those qualities that need emphasis in assuming command of the Swift boats. Secondly, in analyzing those qualities that need emphasis, he aptly determines those areas of his strength and weakness. He is aware that he lacks self-confidence and prepares to do something about it. In other words, he determines that self-confidence is important not only to himself but to assuming command of the Swift boats. (Return to page 33.)

Your Answer: c-2

Disagree

Good, you are correct. (Return to page 33.)

Your Answer: d-2

Disagree

LT Grecko is acting wisely. It is important to study and evaluate all the factors involved in assuming command of a unit. In assuming command of a unit already established it is advantageous to evaluate the existing organization of the unit. It is advantageous to evaluate the organization of units similar to the one being established. In either case this evaluation is helpful in establishing objectives for the unit.

(Go to page 40.)

Your Answer: a

Excessive communication

There is such a thing as excessive communication. An example of this is an overloading of orders by the leader. This occurs infrequently and is rarely the cause of a unit's weaknesses.

A faulty organizational structure most often causes problems that result in a unit's weaknesses. To get at the root of the problems the leader must observe and individually question the men.

(Go to page 46.)

Your Answer: c

Low morale

No! This is an indicator of a poor unit; it is not a cause. It is necessary that the leader isolate the problem areas and then determine the cause. Low morale indicates a problem. What do you think is a likely cause?

A faulty organizational structure most often causes problems that result in a unit's weaknesses. To get at the root of the problems the leader must observe and individually question the men.

(Go to page 46.)

We have looked at the techniques for assuming command of a unit. Let's look at specific types of units now. We will first look at taking over a poor unit and then at taking over a good unit.

It is a big challenge to a leader to take command of a unit in which morale, esprit, discipline, and efficiency are low. It is the responsibility of the leader to get the unit in shape. How does he go about doing this?

The leader must choose a style of leadership. He must develop a flexible approach and adapt his leadership to the needs of the unit.

The leader must try especially hard to set the example. The example that the new leader sets demonstrates to his men what he expects of them. The men watch their new leader closely and a good personal example alone will often motivate a poor unit.

(Go to page 41.)

The leader should isolate the problems of his unit through observation and individual questioning of the men. In most cases a poor unit is a result of faulty organization. Identification of an organizational problem is achieved by evaluating the organizational chain of the new unit and by examining the authority/responsibility relationships.

Appropriate questions, asked of individuals, usually reveal any organizational difficulties plaguing the poor unit. Look at the appropriate questions below:

WHO IS YOUR SUPERIOR?

WHO ARE YOUR SUBORDINATES?

WHAT ARE YOUR FUNCTIONS AND ACTIVITIES?

WHAT GOALS ARE YOU WORKING ON, WHICH IF ACCOMPLISHED, WILL BENEFIT THE ENTIRE ORGANIZATION?

(Go to page 42.)

A poor unit is most often the result of which of the following?

a. Excessive communication (Go to page 38.)

b. Faulty organization (Go to page 44.)

c. Low morale (Go to page 39.)

d. An individual's poor mental health (Go to page 45.)

Your Answer: b

Evaluation of several studies on organizational difficulties in general

It may be helpful for a leader to make an evaluation of several studies on organizational difficulties. However, the leader must discover the organizational problems of his unit. Reviewing general organizational difficulties does not meet this end.

Individual questioning of the men will usually reveal any organizational difficulties that result in a poor unit. Do you remember the appropriate questions a leader asks?

(Go to page 48.)

Your Answer: b

Faulty organization

Right. A faulty organizational structure most often causes problems that result in a unit's weaknesses. To get at the root of the problems the leader must observe and individually question the men.

(Go to page 46.)

Your Answer: d

An individual's poor mental health

Any individual's poor mental health does not usually result in a poor unit. It is possible that a leader's poor mental health could result in a poor unit, but this would occur very infrequently.

A faulty organizational structure most often causes problems that result in a unit's weaknesses. To get at the root of the problems the leader must observe and individually question the men.

(Go to page 46.)

Which of the following is the best method for discovering organizational difficulties?

a. Professional proficiency
(Go to page 50.)

b. Evaluation of several studies on organizational difficulties in general (Go to page 43.)

c. Individual questioning of the men
(Go to page 47.)

d. Informal discussions with superiors
(Go to page 49.)

Your Answer: c

Individual questioning of the men

Right. Individual questioning of the men will usually reveal any organizational difficulties that result in a poor unit. Do you remember the appropriate questions a leader asks?

(Go to page 48.)

The following are questions frequently asked to gain information regarding a unit.

1) When did you join the unit?

2) Who is your superior?

3) What does your superior do?

4) Who are your subordinates?

5) What do your subordinates do?

6) What are your activities and duties?

7) What goals are you working on which will benefit the organization?

Which of the following correctly identifies those questions which would usually be most effective in revealing any organizational difficulties?

a. Questions 1, 2, 4, and 6 (Go to page 54.)

b. Questions 2, 3, 4, and 7 (Go to page 53.)

c. Questions 2, 5, 6, and 7 (Go to page 55.)

d. Questions 2, 4, 6, and 7 (Go to page 52.)

Your Answer: d

Informal discussions with superiors

An informal discussion with superiors may be very helpful to the new leader. However, superiors are generally not intimately involved with the unit and, therefore, are not as well informed on the specific organizational difficulties as the men in the unit.

Individual questioning of the men will usually reveal any organizational difficulties that result in a poor unit. Do you remember the appropriate questions a leader asks?

(Go to page 48.)

Your Answer: a

Professional proficiency

Professional proficiency is a good leadership tenet that leaders of all units, good or poor, should follow. It is not, however, a method for discovering organizational difficulties. We would assume, though, that the professionally competent leader would know and use the correct method for discovering organizational difficulties.

Individual questioning of the men will usually reveal any organizational difficulties that result in a poor unit. Do you remember the appropriate questions a leader asks?

(Go to page 48.)

Once the leader has identified the problem areas, he should establish objectives to alleviate the problems and to improve performance. It is also beneficial to establish high standards and then follow up by demanding performance which meets the standards. If the leader desires, these standards can be relaxed as the unit improves.

When the leader establishes high standards and then demands high-level performance he should be prepared to be unpopular. In a low norm group, the leader must choose between relaxing his standards to conform with the norm, or establishing high standards and, thus, raise the norm. The leader can become popular by relaxing his standards, but in doing so, he sacrifices his goals of improving performance.

(Go to page 56.)

Your Answer: d

Questions 2, 4, 6, and 7

Good, you have correctly selected those questions which will help to spot any organizational difficulties.

Who is your superior?

Who are your subordinates?

What are your activities and duties?

What goals are you working on which will benefit the organization?

(Go to page 51.)

Your Answer: b

Questions 2, 3, 4, and 7

You have incorrectly selected question 3: What does your superior do? An individual usually cannot relate all that his superior does because he is often not aware of all that his superior does. An answer to this question may be helpful but it is more effective to ask the superior what he does.

You were correct in selecting the following:

Question 2: Who is your superior?

Question 4: Who are your subordinates?

Question 7: What goals are you working on which will benefit the organization?

You failed to select question 6: What are your activities and duties? This question will help to identify problems involving responsibility.

(Go to page 51.)

Your Answer: a

Questions 1, 2, 4, and 6

You have incorrectly selected question 1: When did you join the unit? The answer to this question is informative but it does not generally reveal organizational difficulties.

You were correct in selecting the following:

Question 2: Who is your superior?

Question 4: Who are your subordinates?

Question 6: What are your activities and duties?

You failed to select question 7: What goals are you working on which will benefit the organization? This question will help to identify problems involving group objectives and the individual roles established to accomplish the goals.

(Go to page 51.)

Your Answer: c

Questions 2, 5, 6, and 7

You have incorrectly selected question 5: What do your subordinates do? An answer to this question may not be reliable. Often it may be answered in terms of the expected behavior of the subordinates. It is more effective to ask the subordinates what they do.

You were correct in selecting the following:

Question 2: Who is your superior?

Question 6: What are your activities and duties?

Question 7: What goals are you working on which will benefit the organization?

You failed to select question 4: Who are your subordinates? This question will help to identify problems involving authority.

(Go to page 51.)

THE FOURTH MOVES FORTH

Let's look at the 4th platoon in Basic School at Quantico. They had real problems from the beginning. In comparison, the 5th platoon was of high caliber and always showed up well.

The 4th platoon's commander, 1-LT Morris, put the pressure on them. If the other platoons ran two miles, 4th platoon ran 2 1/4, returning more tired and with less time to shower and change. They found that they could not pass room inspections to LT Morris' satisfaction. Low scores on tests meant that the entire platoon was restricted and required to study, the men with lowest scores being tutored.

At first these men resented, even hated, LT Morris, but they awoke to the realization that they were doing better in all areas. Then their esprit grew until they were no longer pitied for their longer runs. The 5th platoon envied their new esprit, and 4th platoon's example urged the 5th platoon to do better. Fourth platoon no longer had a problem, and the whole company benefited. The same men who had cursed LT Morris at the start of their reformation now staunchly defended him.

(Go to page 57.)

Which of the following is true about 1-LT Morris?

a. 1-LT Morris risked popularity to achieve his goals of performance. (Go to page 58.)

b. 1-LT Morris did not establish standards to improve performance; it just happened at the same time. (Go to page 59.)

Your Answer: a

1-LT Morris risked popularity to achieve his goals of performance. He chose to establish high standards and raise the norm rather than conform to the norm. He was obviously working toward the improvement of the 4th platoon's performance.

(Go to page 60.)

Your Answer: b

No! 1-LT Morris did establish standards to improve the performance of the 4th platoon. The improvement did not just happen at the same time.

1-LT Morris risked popularity to achieve his goals of performance. He chose to establish high standards and raise the norm rather than conform with the norm. He was obviously working toward the improvement of the 4th platoon's performance.

(Go to page 60.)

VENI, VIDI, VICI

While MIDN Weedy is a second class midshipman, he is in a company that lacks effective leadership. As a result, the company has low morale and no esprit. When he becomes a first classman, MIDN Weedy is appointed company commander for the Fall set of stripers. The composition of his company has changed only slightly; the old first class have graduated and the plebes have come in. Mr. Weedy analyzes his problems as follows.

Most of the new first classmen are in agreement that the old first class set a very bad example and there is a need for a change toward effective leadership.

The new second classmen were completely stifled under the old first class and they are ready as second classmen to be given a little authority of their own. This group may have to be restrained rather than pushed.

The third class will probably react against a more positive leadership program. As plebes of the old first class, they were indoctrinated in a rather loose manner and now they will have to be reindoctrinated as youngsters.

The fourth class is joining the company unfettered by the last year's system, so Mr. Weedy believes that they will require the most attention but will be the easiest to lead.

MIDN Weedy gathers each company class group together and informs them that the leadership style of the company will change. He establishes goals for the company, outlines what he expects from each class group and sets up a system of regular meetings. The plebes are not told that the company was number 36 in the brigade last year but they are told that the company will be the best this year. The youngsters are assigned specific duties and told that frequent inspections will be held. The second class is given as much authority as possible to prepare them to take over the following year. The first classmen are treated as junior officers and they are told that they should conduct themselves as such in their associations with the underclassmen.

The company gets off to a good start--it doesn't look like the number 36 of the previous year and it is a sure bet that they won't be number 36 at the end of Mr. Weedy's first class year.

(Go to page 62.)

Which of the following BEST describes MIDN Weedy's techniques of assuming command of this poor company?

a. He isolates the company's problems through observation and questioning (Go to page 64.)

b. He does not lower his standards to conform to the norm. (Go to page 67.)

c. He establishes goals to alleviate problems and improve performance. (Go to page 63.)

d. All of the above (Go to page 66.)

e. None of the above (Go to page 65.)

Your Answer: c

MIDN Weedy establishes goals to alleviate the company's problems and to improve performance. He not only establishes goals but he takes steps to see that they are met by establishing high standards and by demanding high-level performance.

The other statements also correctly describe MIDN Weedy's techniques. Let's look at them.

MIDN Weedy identifies the company's problems through observation and individual questioning. As a second class midshipman he was able to observe the malfunctioning company. His analysis of the problems also indicates that he has discussed the company with individual members. What do you think he asked them?

It is obvious that MIDN Weedy does not relax his standards to conform to the norm. This indicates that he is prepared to be unpopular. If he were concerned only with popularity he would have to sacrifice his goals of performance.

(Go to page 68.)

Your Answer: a

MIDN Weedy identifies the company's problems through observation and individual questioning. As a second class midshipman he was able to observe the malfunctioning company. His analysis of the problems also indicates that he has discussed the company with individual members. What do you think he asked them?

The other statements also correctly describe Mr. Weedy's techniques.

It is obvious that MIDN Weedy does not relax his standards to conform to the norm. This indicates that he is prepared to be unpopular. If he were concerned only with popularity he would have to sacrifice his goals of performance.

MIDN Weedy establishes goals to alleviate the company's problems and to improve performance. He not only establishes goals but he takes steps to see that they are met by establishing high standards and by demanding high-level performance.

(Go to page 68.)

Your Answer: e

No! All of the statements correctly describe MIDN Weedy's techniques of assuming command.

MIDN Weedy identifies the company's problems through observation and individual questioning. As a second class midshipman he was able to observe the malfunctioning company. His analysis of the problems also indicates that he has discussed the company with individual members. What do you think he asked them?

It is obvious that MIDN Weedy does not relax his standards to conform to the norm. This indicates that he is prepared to be unpopular. If he was concerned only with popularity he would have to sacrifice his goals of performance.

MIDN Weedy establishes goals to alleviate the company's problems and to improve performance. He not only establishes goals but he takes steps to see that they are met by establishing high standards and by demanding high-level performance.

(Go to page 68.)

Your Answer: d

You are right. MIDN Weedy analyzes his problems by observation and individual questioning. After identifying the problems, he establishes goals to improve performance. To ensure that the goals are met he establishes high standards and demands high-level performance. This indicates that he properly sets aside considerations of popularity in favor of stressing performance.

(Go to page 68.)

Your Answer: b

It is obvious that MIDN Weedy does not relax his standards to conform to the norm. This indicates that he is prepared to be unpopular. If he was concerned only with popularity he would have to sacrifice his goals of performance.

The other statements also correctly describe MIDN Weedy's techniques. Let's look at them.

MIDN Weedy identifies the company's problems through observation and individual questioning. As a second class midshipman he was able to observe the malfunctioning company. His analysis of the problems also indicates that he has discussed the company with individual members. What do you think he asked them?

MIDN Weedy establishes goals to alleviate the company's problems and to improve performance. He not only establishes goals but he takes steps to see that they are met by establishing high standards and by demanding high-level performance.

(Go to page 68.)

THE SLOTHFUL SUPPLY SECTION

LT Pooly, the newly designated Supply Officer of the base, discovers that his supply section has a "no can do" attitude. In fact, it reminds Pooly of the Academy stewards' favorite phrase, "There isn't any more." It appears that the section spends more time in blocking progress than in carrying out its mission of supporting the base. Records are voluminous but not properly filled out or filed. Stocks are not properly located in the warehouse and the established reorder points are unrealistically low. The supply personnel act as though they are doing favors rather than carrying out properly assigned duties.

(Go to page 69.)

Which of the following statements indicate(s) appropriate techniques of assuming command of the supply division?

a. To quickly get the supply division in shape, LT Pooly develops objectives to alleviate the problems and improve performance. He develops high standards which he demands all personnel, except himself, follow. (Go to page 72.)

b. LT Pooly observes the supply division and asks the following questions of individuals: Who is your superior? Who are your subordinates? What are your activities and functions? What goals are you working on which, if accomplished, will benefit the entire organization? (Go to page 70.)

c. LT Pooly isolates the supply division's problem areas and establishes objectives to alleviate the problems and improve performance. He discovers that it is necessary to relax his standards to conform to the norm. Otherwise, he feels his unpopularity will harm his reputation. (Go to page 78.)

d. LT Pooly establishes objectives to alleviate problems and improve performance. He establishes high standards and demands performance that meets these standards. (Go to page 71.)

e. a and b above (Go to page 77.)

f. b and d above (Go to page 73.)

g. None of the above (Go to page 76.)

Your Answer: b

LT Pooly, by individually questioning his men, is examining the authority/responsibility relationships. The answers to the questions will identify a faulty organizational setup if it exists.

Is this all that LT Pooly has to do in assuming command of this poor division?

In statement d LT Pooly appropriately takes action to correct the supply division's problems and improve performance. He does this by establishing objectives and high standards and then demanding performance that meets the standards.

(Go to page 74.)

Your Answer: d

In statement d LT Pooly appropriately takes action to correct the supply division's problems and improve performance. He does this by establishing objectives and high standards and then demanding performance that meets the standards.

Before doing all of this LT Pooly must identify the problems. Look at statement b.

LT Pooly, by individually questioning his men, is examining the authority/responsibility relationships. The answers to the questions will identify a faulty organizational setup if it exists.

(Go to page 74.)

Your Answer: a

Has LT Pooly identified the cause of the problems? If he does not identify the cause of the problems, he will not be able to clearly define goals which will improve performance. Also, the effectiveness of his established high standards is endangered by his failure to set the example. The supply personnel will watch LT Pooly closely and see that he is unwilling to meet his own standards. Why should they bother to meet them?

In statement b LT Pooly, by individually questioning his men, is examining the authority/responsibility relationships. The answers to the questions will identify a faulty organizational setup if it exists.

In statement d LT Pooly appropriately takes action to correct the supply division's problems and improve performance. He does this by establishing objectives and high standards and then demands performance that meets the standards.

(Go to page 74.)

Your Answer: f

You are right! Statement b describes appropriate behavior to identify the existing problems. Statement d describes appropriate behavior to correct the problems and improve the unit.

(Go to page 74.)

KALE'S CABBAGEHEADS

LTJG Kale is assigned as a division officer in the Engineering Department during his first tour at sea. His division is in poor shape when he takes over. The Executive Officer, in his interview with LTJG Kale, informs him of the low morale and esprit in the division and points out that it is a good opportunity to effect some beneficial changes.

LTJG Kale learns that during the past year the division officers were frequently changed and the last division officer departed the command before LTJG Kale reported aboard. The division has had the highest rate of nonjudicial punishments on the ship and during the last in port period, six men from the division "jumped ship."

(Go to page 75.)

Which of the following comprehensively describes the appropriate techniques for assuming command of the division in the Engineering Department?

a. LTJG Kale should be especially alert to know the engineering personnel and look out for their welfare. This entails conforming to the existing norms. When there is no conflict with the existing standards he should impress his own standards on the personnel by setting the example. (Go to page 81.)

b. LTJG Kale should choose a flexible leadership style and adapt his leadership to the needs of the division in the Engineering Department. (Go to page 79.)

c. LTJG Kale should be especially alert to set the example. He should isolate the problem areas through observation and individual questioning and then develop goals to correct these problems and improve performance. He should also establish high standards and demand that the engineering personnel live up to them. (Go to page 80.)

d. None of the above (Go to page 82.)

Your Answer: g

No. Statements b and d accurately describe appropriate techniques of assuming command of this supply division.

In statement b LT Pooly, by individually questioning his men, is examining the authority/responsibility relationships. The answers to the questions will identify a faulty organizational setup if it exists.

In statement d LT Pooly appropriately takes action to correct the supply division's problems and improve performance. He does this by establishing objectives and high standards and then demands performance that meets the standards.

(Go to page 74.)

Your Answer: e

Has LT Pooly identified the cause of the problems? If he does not identify the cause of the problems, he will not be able to clearly define goals which will improve performance. Also, the effectiveness of his established high standards is endangered by his failure to set the example. The supply personnel will watch LT Pooly closely and see that he is unwilling to meet his own standards. Why should they bother to meet them?

In statement b LT Pooly, by individually questioning his men, is examining the authority/responsibility relationships. The answers to the questions will identify a faulty organizational setup if it exists.

Is this all that LT Pooly has to do in assuming command of this poor division?

In statement d LT Pooly appropriately takes action to correct the supply division's problems and improve performance. He does this by establishing objectives and high standards and then demanding performance that meets the standards.

(Go to page 74.)

Your Answer: c

LT Pooly identifies the supply division's problems and then establishes goals to correct them and to improve performance. He is taking proper action. However, it is obvious that he does not want to be unpopular--He is willing to sacrifice his goals for popularity. This is not going to help to raise the level of performance.

In statement b LT Pooly, by individually questioning his men, is examining the authority/responsibility relationships. The answers to the questions will identify a faulty organizational setup if it exists.

Is this all that LT Pooly has to do in assuming command of this poor division?

In statement d LT Pooly appropriately takes action to correct the supply division's problems and improve performance. He does this by establishing objectives and high standards and then demanding performance that meets the standards.

(Go to page 74.)

Your Answer: b

By selecting a flexible leadership style and adapting his leadership to the needs of the division, LTJG Kale is starting on the right foot. However, doesn't he need to do more to effectively shape up his division in the Engineering Department? Paragraph c best describes the methods LTJG Kale should use.

(Go to page 83.)

Your Answer: c

You are right! Paragraph c best describes the techniques LTJG Kale should use in assuming command of this division in the Engineering Department.

(Go to page 83.)

Your Answer: a

When assuming command of any unit, good or poor, LTJG Kale should get to know his men and look out for their welfare. This does not mean that he has to conform to the existing norm. Instead he should establish high standards and demand that the engineering personnel meet them. He should be alert to set the example because the men will watch him and may be motivated by his example. Choice c best describes the proper techniques.

(Go to page 83.)

Your Answer: d

No! Look carefully at paragraph c. It comprehensively describes the techniques LTJG Kale should use in assuming command of the division in the Engineering Department.

(Go to page 83.)

Let's now look at taking over a good unit--The one with a record of high morale, esprit, discipline and efficiency. The new leader faces the problem of effecting a takeover which will not only maintain the high standards but will also raise them even higher.

The leader should analyze the reasons for the unit's success by studying the methods of the preceding leader. By doing this the new leader will be able to pinpoint effective leadership tenets, techniques, and traits which are applicable to the particular unit.

The leader should reinforce the good policies which have been found in the analysis, thereby maintaining the previously established high standards. In this same light, the leader must set especially high standards for his own performance because members of a good unit will expect him to live up to the record of their previous leader. By setting a good example he will be reinforcing the expected good behavior.

The new leader should seek the advice of his key subordinates. These men have helped to make the unit what it is and will be eager to keep it at peak level. They will be of assistance in establishing goals and objectives for improving the unit.

(Continue on the next page.)

The new leader should not attempt to "make his mark" on the unit by arbitrary changes. He will have ample time and opportunity to effect improvements without trying to make his mark by arbitrarily influencing the performance of the unit. Even those changes that seem essential in the beginning may prove unnecessary after careful evaluation of pertinent factors.

(Go to page 85.)

Which of the following accurately discuss(es) making arbitrary changes in a good unit?

a. Those changes that initially seem essential may prove unnecessary after review of pertinent factors. (Go to page 91.)

b. The leader will have ample time and opportunity to make improvements without trying to make his mark through arbitrary changes. (Go to page 86.)

c. Both of the above (Go to page 90.)

d. None of the above (Go to page 87.)

Your Answer: b

You are partially correct.

The first statement also accurately discusses making arbitrary changes in a good unit. Those changes that initially seem essential may prove unnecessary after review of pertinent factors.

(Go to page 88.)

Your Answer: d

No! Both sentences accurately discuss making arbitrary changes in a good unit. Remember, the new leader should not attempt to make his mark by arbitrary changes. He will have ample time and opportunity to make improvements. Those changes that intially seem essential may prove unnecessary after careful assessment of relevant factors.

(Go to page 88.)

How can a leader measure his success or his effectiveness with his unit? Upon leaving his unit the leader should be able to answer the following questions affirmatively.

1) Are these men better for my having served with them?

2) Have these men improved in all areas from when I first joined them?

(Go to page 89.)

Which statement identifies the criteria by which a leader, upon leaving his unit, rates his success as a leader of his unit?

a. The men have improved in all areas from when he first joined them and are better men for his having served with them. (Go to page 94.)

b. The leader has improved in all areas and is a better man for having served with them. (Go to page 92.)

c. Both of the above (Go to page 93.)

Your Answer: c

You are right. Both sentences accurately discuss making arbitrary changes in a good unit.

(Go to page 88.)

Your Answer: a

You are partially correct.

The second statement also accurately discusses making arbitrary changes in a good unit. The leader will have ample time and opportunity to make improvements without trying to make his mark through arbitrary changes.

(Go to page 88.)

Your Answer: b

No. The leader assesses his success by the improvement of the men, not of himself.

(Go to page 98.)

Your Answer: c

No. The leader assesses his success by the improvement of the men, not of himself.

(Go to page 98.)

Your Answer: a

Good, you are correct.

(Go to page 98.)

Your Answer: a

You are only partially right. Statements a, b, c, and d accurately describe techniques 2-LT Walters should use to assume command of the platoon.

(Turn to page 100 and look at these statements.)

Your Answer: c

You are only partially right. Statements a, b, c, and d accurately describe techniques 2-LT Walters should use to assume command of the platoon.

(Turn to page 100 and look at these statements.)

Your Answer: f

You are only partially right. Statements a, b, c, and d accurately describe techniques 2-LT Walters should use to assume command of the platoon.

(Turn to page 100 and look at these statements.)

BAPTISM BY FIRE

2-LT Walters, a recent graduate from Basic School at Quantico, reports to the 3rd Marine Division on Okinawa. LT Walters has an infantry military occupational specialty and is assigned as a platoon leader in the 9th Marine Regiment. The platoon is part of a company in a battalion which has received numerous decorations--Presidential Unit Citation, Navy Unit Commendation, and Vietnamese Cross of Gallantry--for its combat activities. Walters is relieving a lieutenant who distinguished himself in combat with the platoon. Most of the platoon has been together in combat for several months. They are all proud of their unit; esprit is high. They have just rotated out of Vietnam and morale is higher than usual. The entire platoon has a "can do" attitude. Walters is a "new boy," untested and inexperienced in combat. Taking over as leader in such a combat-seasoned platoon is a difficult assignment for a second lieutenant.

(Go to page 99.)

Which of the choices below describes appropriate procedures for assuming command of a good unit?

a. 2-LT Walters should analyze the reasons for the platoon's success by reviewing the methods of the preceding leader. (Go to page 95.)

b. 2-LT Walters should reinforce the preceding leader's good policies. (Go to page 104.)

c. 2-LT Walters should set especially high standards for his own performance. (Go to page 96.)

d. 2-LT Walters should seek the advice of key subordinates. (Go to page 101.)

e. All of the above (Go to page 103.)

f. Choices a and b only (Go to page 97.)

g. None of the above (Go to page 102.)

When assuming command of the platoon 2-LT Walters should:

- analyze the reasons for the platoon's success by reviewing the methods of the preceding leader.
- reinforce the preceding leader's good policies.
- set especially high standards for his own performance.
- seek the advice of key subordinates.

(Go to page 106.)

Your Answer: d

You are only partially right. Statements a, b, c, and d accurately describe techniques 2-LT Walters should use to assume command of the platoon.

(Turn to page 100 and look at these statements.)

Your Answer: g

No! Statements a, b, c, and d accurately describe techniques 2-LT Walters should use in assuming command of the platoon.

(Turn to page 100 and look at these statements.)

Your Answer: e

Good, you are correct.

(Go to page 106.)

Your Answer: b

You are only partially right. Statements a, b, c, and d accurately describe techniques 2-LT Walters should use to assume command of the platoon.

(Turn to page 100 and look at these statements.)

Your Answer: c

No! LTJG Cohen should not attempt to make his mark on the supply section immediately. He will have ample time and opportunity to effect improvements. An immediate attempt to do this may prove harmful since changes that seem essential initially often prove unnecessary after careful evaluation of pertinent factors.

LTJG Cohen, in assuming command of the supply section which is in good shape, should not only maintain the high standards of the section but he should also raise them higher. Paragraph b describes the steps he should take to achieve this end.

b. LTJG Cohen should analyze the reasons for the supply section's success and then reinforce the good policies which he discovers in the analysis. He should seek the advice of key subordinates and establish goals and objectives with them for the improvement of the supply section. LTJG Cohen should also set especially high standards for his own performance.

(Go to page 112.)

COHEN'S COTERIE

LTJG Cohen has just taken over a supply section at a base on the East Coast. The section is well organized and fully staffed. Everyone in the section pitches in to help get Cohen squared away in the new billet since the former officer-in-charge had to depart before LTJG Cohen reported. LTJG Cohen observes that work appears to be appropriately assigned, files are thorough and neatly maintained, and no one gets flustered when information is requested. All hands appear to know their duties and enjoy their work. Personnel are given plenty of time for their routine administrative duties. When individuals have slack time, they can be observed studying for promotion exams and only the truly sick show up at sick bay. All in all, it is a rather "cushy" billet for LTJG Cohen.

(Go to page 107.)

Which of the following paragraphs accurately describes the techniques LTJG Cohen should use in assuming command of the supply section?

a. LTJG Cohen should isolate the supply section's problems through observation and individual questioning to determine if there is a faulty organizational structure. He should then establish goals and objectives to alleviate any problems and to improve performance. He should also establish high standards and demand performance which meets them. (Go to page 109.)

b. LTJG Cohen should analyze the reasons for the supply section's success and then reinforce the good policies which he discovers in the analysis. He should seek the advice of key subordinates and establish goals and objectives with them for the improvement of the supply section. LTJG Cohen should also set especially high standards for his own performance. (Go to page 108.)

c. As soon as possible LTJG Cohen should attempt to affect the complexion and to influence the performance of the supply section. This means he should act immediately to establish goals for the improvement of the division so that he can make his mark on the section from the beginning. (Go to page 105.)

Your Answer: b

You are right!

LTJG Cohen, in assuming command of the supply section which is in good shape should not only maintain the high standards of the section but he should also raise them higher. Paragraph b describes the steps he should take to achieve this end.

(Go to page 112.)

Your Answer: a

This paragraph describes the techniques LTJG Cohen should use in assuming command of a poor unit. However, the supply section that LTJG Cohen is assigned to is in good shape. There is evidence of high morale, esprit, discipline, and efficiency in this division.

LTJG Cohen, in assuming command of the supply section which is in good shape, should not only maintain the high standards of the section but he should also raise them higher. Paragraph b describes the steps he should take to achieve this end.

b. LTJG Cohen should analyze the reasons for the supply section's success and then reinforce the good policies which he discovers in the analysis. He should seek the advice of key subordinates and establish goals and objectives with them for the improvement of the supply section. LTJG Cohen should also set especially high standards for his own performance.

(Go to page 112.)

Your Answer: a

LTJG Ace should set high standards for himself because the men will expect him to live up to the record of the preceding leader. However, he should not impose his standards on this good unit in the beginning. Changes that seem important in the beginning may prove unnecessary after careful evaluation of relevant factors. Paragraph c is the best description of appropriate techniques in taking command of this unit.

c. LTJG Ace takes steps not only to maintain but to improve the standards of the SEAL unit by analyzing the reasons for its success. He reinforces the good policies, works with key subordinates to establish goals and objectives for improving the unit, and sets high standards for his own performance.

(Go to page 117.)

Your Answer: b

The SEAL unit is in good shape. Thus, LTJG Ace's techniques should be different from those described in paragraph b. Instead, he should follow the steps in paragraph c.

c. LTJG Ace takes steps not only to maintain but to improve the standards of the SEAL unit by analyzing the reasons for its success. He reinforces the good policies, works with key subordinates to establish goals and objectives for improving the unit, and sets high standards for his own performance.

(Go to page 117.)

ACES ARE WILD

LTJG Ace, a recent graduate from the Navy's UDT course and parachute school, is assigned to a SEAL unit. Although Ace doesn't brag or boast about his being the number one graduate in both courses, the word spreads among the team members. The team has high esprit and much more experience than Ace. Because the standards of performance they set are high, Ace has to keep on his toes to stay ahead of them. They are all glad to have Ace, the number one boy, as their leader but they also try to prove to Ace, in everything they do, that he has the number one SEAL team. They live as a team. None of the men are married. They work together, take risks together, live together in one barracks, and go on liberty together. An insult to any one of them is an insult to the whole team.

(Go to page 113.)

Which of the following paragraphs describes appropriate action taken by LTJG Ace in assuming command of the SEAL unit?

a. LTJG Ace leads by example. He sets high standards for himself and demands that the men meet his standards. LTJG Ace feels that if he can live up to his own standards, his unit can too. (Go to page 110.)

b. LTJG Ace isolates the problems of the unit by observation and individual questioning of the men. He establishes goals, objectives and high standards to improve the performance of the SEAL unit. (Go to page 111.)

c. LTJG Ace takes steps not only to maintain but to improve the standards of the SEAL unit by analyzing the reasons for its success. He reinforces the good policies, works with key subordinates to establish goals and objectives for improving the unit, and sets high standards for his own performance. (Go to page 114.)

Your Answer: c

That's right.

(Go to page 117.)

Your Answer: b

This is not a self-evaluation of his success as a leader of the SEAL unit. He should instead ask himself if the men are better men and if they have improved in all areas because of his leadership.

(Go to page 119.)

Your Answer: a

You're right! If he can answer these questions affirmatively he has been successful.

(Go to page 119.)

When LTJG Ace leaves the SEAL unit after a year for reassignment elsewhere, he assesses his success with the unit.

What is the BEST way for him to do this?

a. He asks himself if the men are better men and if they have improved in all areas because of his leadership. (Go to page 116.)

b. He waits to see if he gets an unsatisfactory rating from his superior. (Go to page 115.)

c. He asks the SEAL unit to fill out a questionnaire on his leadership. (Go to page 118.)

Your Answer: c

No. This is not the best way to assess his success with the SEAL unit. He should instead ask himself if the men are better men and if they have improved in all areas because of his leadership.

(Go to page 119.)

This completes Part Twelve, Segment III, Techniques of Assuming Command.

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART TWELVE

APPLIED LEADERSHIP

Segment III

Techniques of Assuming Command

Progress Check

WESTINGHOUSE LEARNING CORPORATION

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TECHNIQUES OF ASSUMING COMMAND

PROGRESS CHECK

Question 1.

After completion of a 12-month tour of duty in Southeast Asia, LT Harrison was reassigned to the Norfolk Naval Air Station. Because of his special training and experience in Viet Nam with aerial reconnaissance procedures, he was placed in charge of a newly-formed unit which was to be schooled in reconnaissance tactics.

Select the general techniques LT Harrison should use in assuming his new command.

1. LT Harrison should develop a flexible approach to assuming the new command based on his previous experience and training.
2. LT Harrison should evaluate each group member in order to identify potentially unqualified personnel.
3. LT Harrison should employ rigid discipline as the principal means of reinforcing authority.
4. LT Harrison should determine which of his specific attributes or favorable traits he should emphasize.

a. 1 and 3

b. 2 and 3

c. 3 and 4

d. 1 and 4

Question 2.

From the following choices select the statement that correctly describes the techniques that are especially important to a new leader.

a. A new leader should try to set the example, improve esprit de corps, maintain discipline, and make every effort to get to know his men.

b. A new leader should use discipline as the principal means of reinforcing his authority.

c. A new leader should try to know his men and look out for their welfare, set the example, and make every effort to get to know his job.

d. A new leader should try to get to know his men, and maintain morale and discipline by setting the example.

Question 3.

Identify the leadership techniques which are important to a new leader.

1. Setting the example
2. Maintaining discipline
3. Knowing his men
4. Improving esprit de corps
5. Knowing his job

a. 1, 2 and 3

b. 1, 3 and 4

c. 1, 3 and 5

d. 3, 4 and 5

Question 4.

LT Wilson was transferred to Corpus Christi Naval Air Station to take charge of a new group of naval cadets. Following his initial meetings with the men, LT Wilson soon observed that morale, esprit, and discipline were very low throughout the group.

Select the correct techniques LT Wilson should employ in assuming his new duties.

a. LT Wilson should try to set the example and avoid using unpopular tactics.

b. LT Wilson should establish goals and objectives to alleviate the problems and improve performance, and be prepared to be unpopular.

c. LT Wilson should frequently use rewards to establish high standards, and try to isolate the unit's problem areas through conversations with the group's former leader.

d. LT Wilson should emphasize the importance of meeting group objectives and limit use of reward if performance continues to decline.

Question 5.

From the following choices complete the following statement:

A poor unit is usually the result of:

a. Low morale

b. Weak discipline

c. Faulty organization

d. Absence of reward stimulus

Question 6.

Select the statement which BEST describes a method for discovering organizational difficulties.

a. Isolate the unit's problem areas through intensive observation and individual questioning of the men.

b. Discard the previous organizational structure and develop a new one based on the individual needs of the group.

c. Examine the existing authority/responsibility relationships in an effort to isolate potentially incompetent personnel.

d. Conduct extensive interviews with the group's former leader.

Question 7.

LTJG Teter had recently been assigned as the Assistant Damage Control Officer. His predecessor had instituted a number of programs which resulted in a record of high morale, discipline, and efficiency for both the fire and repair parties.

Select a technique LTJG Teter should employ when assuming charge of this good unit.

a. LTJG Teter should meet with his established subordinates and inform them that important changes are to be made so as to maintain the unit's high performance.

b. LTJG Teter should meet with his established subordinates and inform them of his newly developed performance standards.

c. LTJG Teter should seek the advice of his key subordinates, and with their help, set up further goals and objectives for improvement.

d. LTJG Teter should attempt to delegate more responsibility to those key subordinates who have proven themselves worthy.

Question 8.

Marine CAPT Temple assumed command of a line company after its former CO was reassigned to the G-3 section at Division Headquarters. The company members exhibited a high morale which was reflected in combat and pacification effectiveness. The company had established a reputation for its ability to pacify villages which had been considered unequivocally Viet Cong, and also enjoyed excellent operational and personal cooperation with the Vietnamese paramilitary unit located in the same area.

Select a technique CAPT Temple should employ when assuming command of the company.

a. CAPT Temple should encourage the men to ease their close personal ties with the ARVN company since they tend to distract the men from their primary mission.

b. CAPT Temple should study the methods of the former CO and reinforce those policies which have been found to be most effective.

c. CAPT Temple should rotate the platoon leaders so that the men will not become too dependent on the abilities of one particular individual.

d. CAPT Temple should encourage the key subordinates to be more aggressive than before, since there is always room for improvement in a unit.

Question 9.

Select the statement which correctly discusses arbitrary changes made by a leader in taking over a good unit.

a. Arbitrary changes are not to be considered uniformly negative. In some instances, especially when taking over a good unit, arbitrary changes should be initiated.

b. The only arbitrary changes a leader should make when taking over a good unit are those which involve the responsibilities of the leader. A leader can usually change the complexion of an organization most effectively using this method.

c. A leader should restrict the use of arbitrary changes until he has thoroughly reviewed the situation and can "justify" each arbitrary change.

d. A new leader should not attempt to impress his men with his leadership abilities by making arbitrary changes.

Question 10.

Select the criteria by which a leader evaluates his own success in commanding a unit.

1. The general betterment of the men
2. Increased discipline
3. Decreased discipline
4. Overall improvement in each area
5. Unit citations and rewards

a. 1 and 2
b. 3 and 5
c. 1 and 4
d. All of the above

Twelve/III/RPF INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Twelve SEGMENT III

REMEDIATION TEXT Intrinsically Programed Booklet-VOL-XII-C

ITEM	ANSWER	REMEDIATION REFERENCE
1	d *	Pages B1-S1; B31-S35
2	c	Pages B2-S10; B24-S27
3	c	Pages B2-S10; B24-S27
4	b	Pages B11-S21; B31-S35; 51; B56-S80
5	c	Pages B40-S42
6	a	Pages B41-S51
7	c	Pages B83-S84; B98-S114
8	b	Pages B83-S84; B98-S114
9	d	Pages B84-S90
10	c	Pages B88-S94; B117-S116
11		
12		
13		
14		
15		

*B--Page to begin on;
S--Stop at this page; Follow page instructions to stop page indicated.

PROGRAM FRAME ANSWERS

PART TWELVE

Segment III

PROGRAM FRAME ANSWERS

PART Twelve SEGMENT III TYPE Intrinsically Programed Booklet PAGE 1 OF 1 PAGES

QUESTION PAGE	CORRECT ANSWER
3	a
6	b
13	a-2
13	b-1
13	c-2
13	d-1
13	e-1
13	f-2
14	g-1
14	h-2
25	c
31	b
33	a-2
33	b-1
33	c-2

QUESTION PAGE	CORRECT ANSWER
33	d-1
42	b
46	c
48	d
57	a
62	d
69	f
75	c
85	c
89	a
99	e
107	b
113	c
117	a